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INPUT®

Planning Services For Management

Assessing User Expectations for Post-Sale Service and Support

Prepared for:

AMDAHL CORPORATION
Sunnyvale, CA

December 4, 1987

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Z-AMA
1987

AUTHOR

ASSESSING USER EXPECTATIONS

TITLE

FOR POST SALE SERVICE & SUPPORT

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OUTLINE

- INTRODUCTION
- DEMOGRAPHICS
- CONVENTIONS
- MOST IMPORTANT SERVICES
- BUNDLING OF SERVICES
- PROS & CONS OF BUNDLING
- DISCUSSION OF INDIVIDUAL SERVICES
- ASSESSMENT OF VENDOR STRENGTHS
- PURCHASE DECISION CRITERIA & NEW SERVICES DESIRED
- RESEARCH RESULTS: EUROPE
- RECOMMENDATIONS



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INTRODUCTION

- Objectives:

1. **Identify large system post-sale services that users consider to be the:**

- a) Manufacturer's core responsibility (i.e., should be free)
- b) End-user's responsibility (i.e., should pay for)

2. **And identify**

- c) The preferred source for these services
- d) The marketplace realities (bundling, discounting, and use of "freebees")

- Scope: U.S. and Europe (U.K. & West Germany)

- Method: Telephone surveys

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SURVEY DEMOGRAPHICS: INDUSTRIES

Industry	U.S. Sites	European Sites	Total Sites
Discrete MFG.	7	3	10
Telecommunications	8	-	8
Service Bureaus/ Software Houses	6	2	8
Process MFG.	4	2	6
Education/Research	6	-	6
Distribution	3	1	4
Insurance	1	2	3
State & Local Government	1	-	1
Total	36	10	46
Commitment:	30	10	40

Met/Exceeded Specification

SURVEY DEMOGRAPHICS: CPUs INSTALLED

Model	Number of U.S. Sites	Number of European Sites	Total
Mixed*	15	7	22
IBM	10	2	12
NAS	6	1	7
Amdahl	5	0	5
Total	36	10	46

*Mixed = IBM Plus Amdahl or NAS

- Models Surveyed:
Amdahl: 580X or Larger
IBM: 308X or 3090
NAS: 8000 or 9000 Series

Met/Exceeded Specification

SURVEY DEMOGRAPHICS: RESPONDENT'S JOB TITLE

<u>Title</u>	<u>U.S.</u>	<u>Europe</u>	<u>Total</u>
Manager	24	6	30
Director	5	4	9
Vice President/ General Manager	7	-	7
	<hr/>	<hr/>	<hr/>
Total	36	10	46

Correct Respondents

RATING SCALES

- “Importance” Ratings

- Very Important = 7
- Important = 5-6
- Average = 3-4
- Unimportant = 1-2

- “Bundling” preference ranking

- Strongly prefers bundling = 7
- Favorable toward bundling = 5-6
- Neutral = 4
- Favorable toward unbundling = 3-2
- Strongly prefers unbundling = 1

DEFINITIONS:

- “Main Services”
 - Hardware Maintenance
 - Other Hardware Services
 - Communications Services
 - Software Services
 - Education & Training
 - Professional Services
 - Information Service Management

DEFINITIONS:

- Hardware maintenance
 - Preventive maintenance
 - Remedial maintenance
- Plus
- On-site spare parts
- Overnight delivery of replacement parts
- ECO/FCO implementation
- Remote diagnostics
- New product information
- Periodic management review of hardware performance and maintenance
- Hardware ECO implementation
- Maintenance of other vendors' hardware

DEFINITIONS:

- Other hardware services
 - Data center operations consulting
 - Data center operations services
 - Equipment relocation/consolidation consulting
 - Equipment relocation/consolidation services
 - Disaster recovery service consulting
 - Disaster recovery service
 - Storage management consulting
 - Capacity/performance planning consulting

DEFINITIONS (Cont.)

- Communication services
 - Communication network technology assessment consulting
 - Communication network management consulting
 - Communication network management
 - Design & implementation services

DEFINITIONS:

- Software services
 - Software conversion consulting
 - Software conversion
 - Application software design consulting
 - Application software design
 - Remote software diagnostics
 - Software installation assistance
 - Software upgrade assistance
 - Software evaluation
 - Software development
 - Software problem determination for vendors' own products
 - Software problem determination for other vendors' products
 - Documentation

DEFINITIONS:

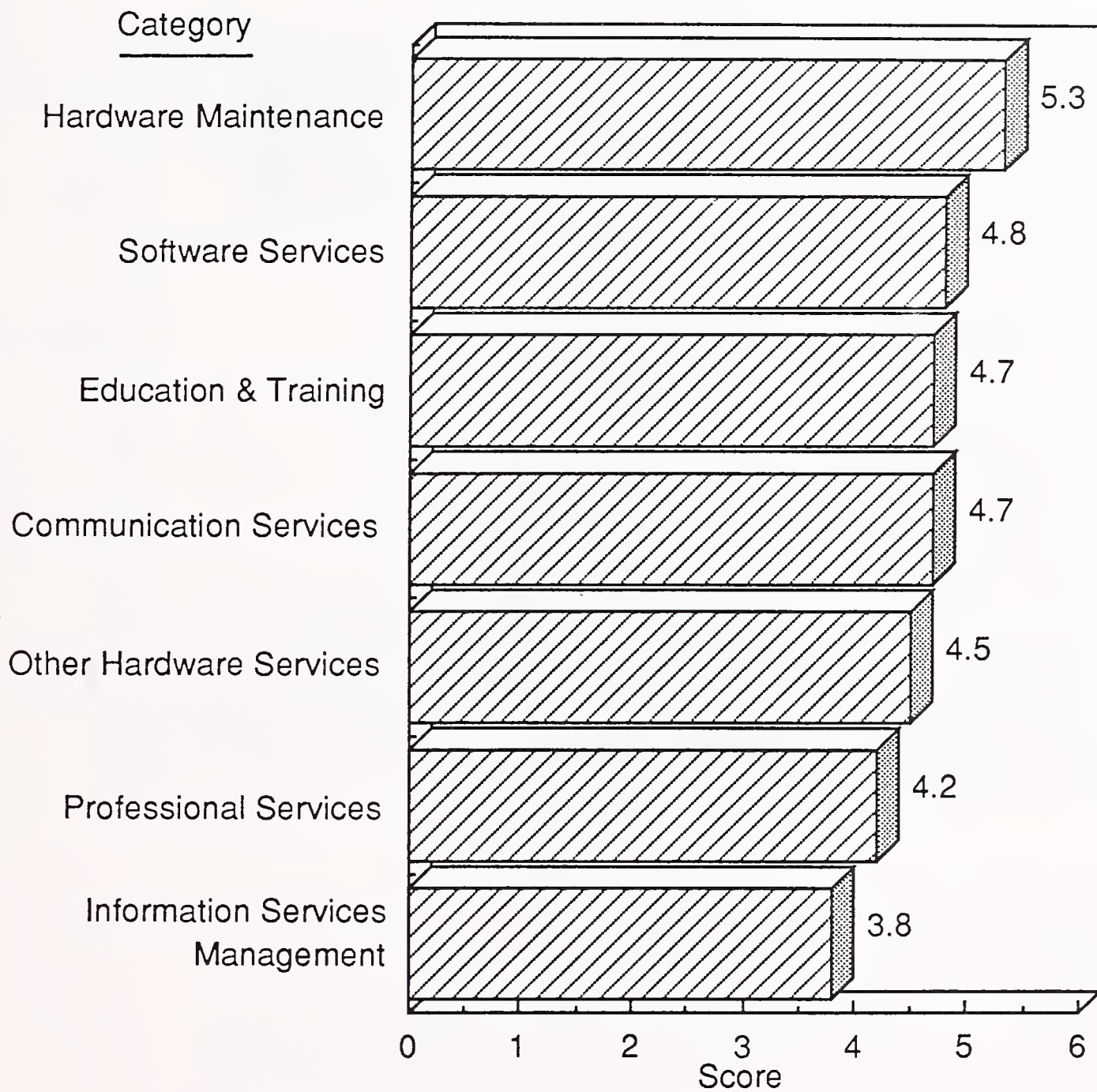
- Education & training services
 - E and T for vendors' products
 - E and T for system software sold by other vendors
 - E and T for specific skills or concepts, including management seminars
- Professional services
 - System integration consulting
 - System integration services
 - Facilities management
- Information service management
 - Information center consulting
 - Information center services
 - Information services strategy consulting

**MOST
IMPORTANT
SERVICES**

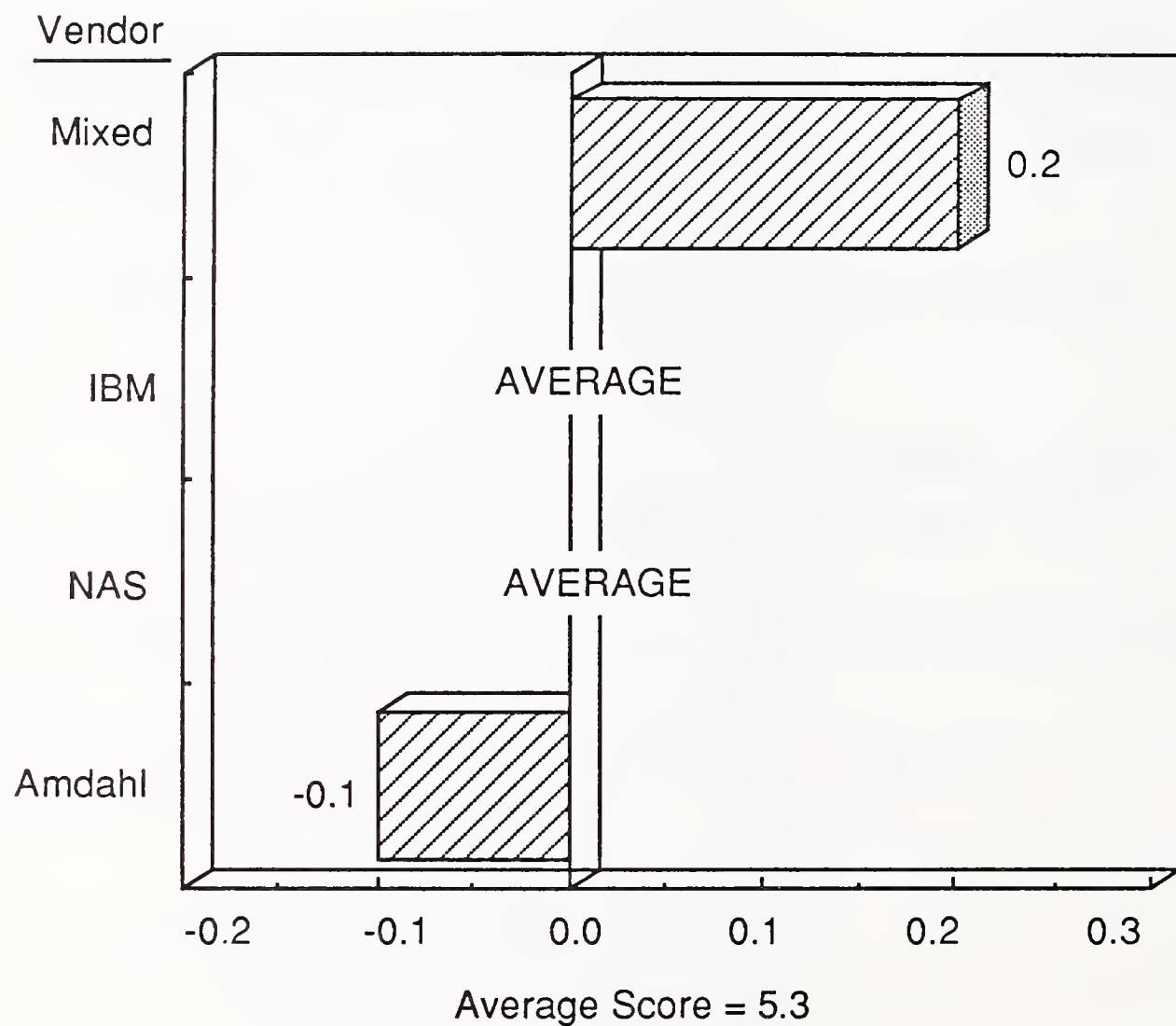
INTRODUCTION: MOST IMPORTANT SERVICES

- Importance of service to respondent's operation
- Used "1" to "7" rating scale
 - 7 = high
 - 1 = low
- Separate services: consulting & performing
- Tabulated by average score
- Tiebreaker: Total number of "6" and "7" responses
- Responses are rank-ordered

RELATIVE IMPORTANCE OF MAIN SERVICES

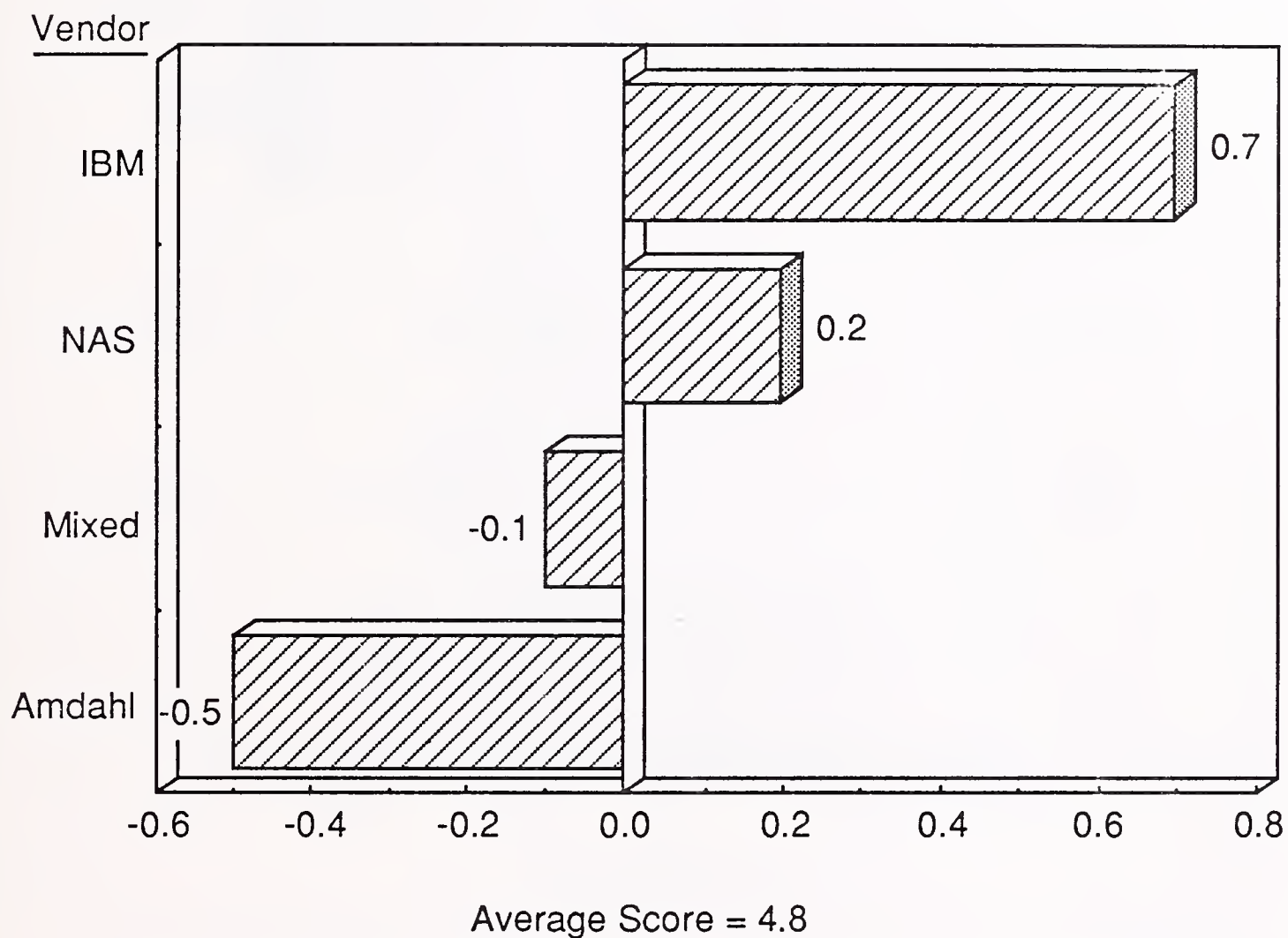


VENDOR COMPARISON: HARDWARE MAINTENANCE



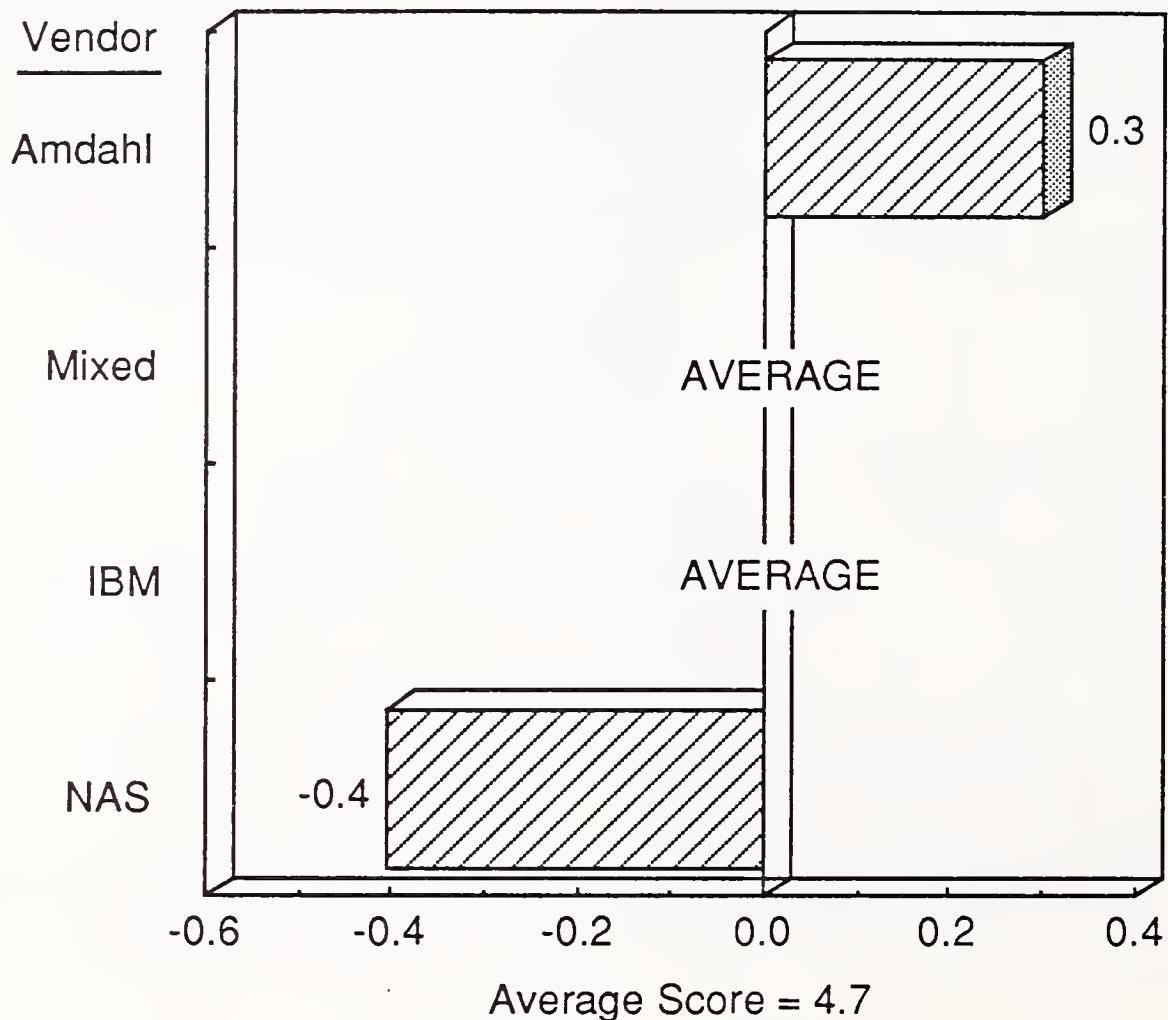
- Is the vendor's score inversely related to current vendor satisfaction?

VENDOR COMPARISON: SOFTWARE SERVICES



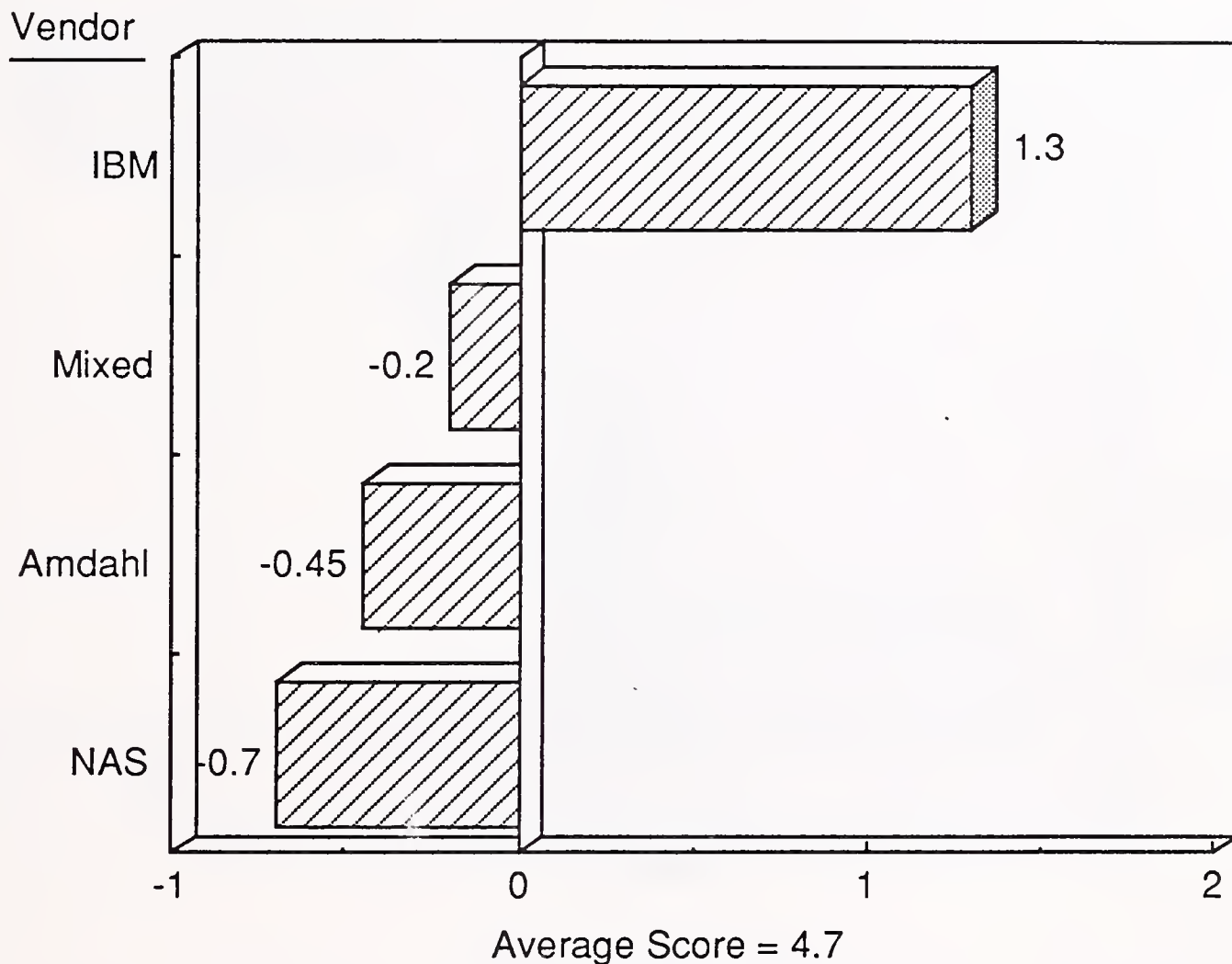
- IBM problem: Inaccurate/poor documentation
- Amdahl: Has more knowledgeable users and provides better quality services

VENDOR COMPARISON: EDUCATION & TRAINING



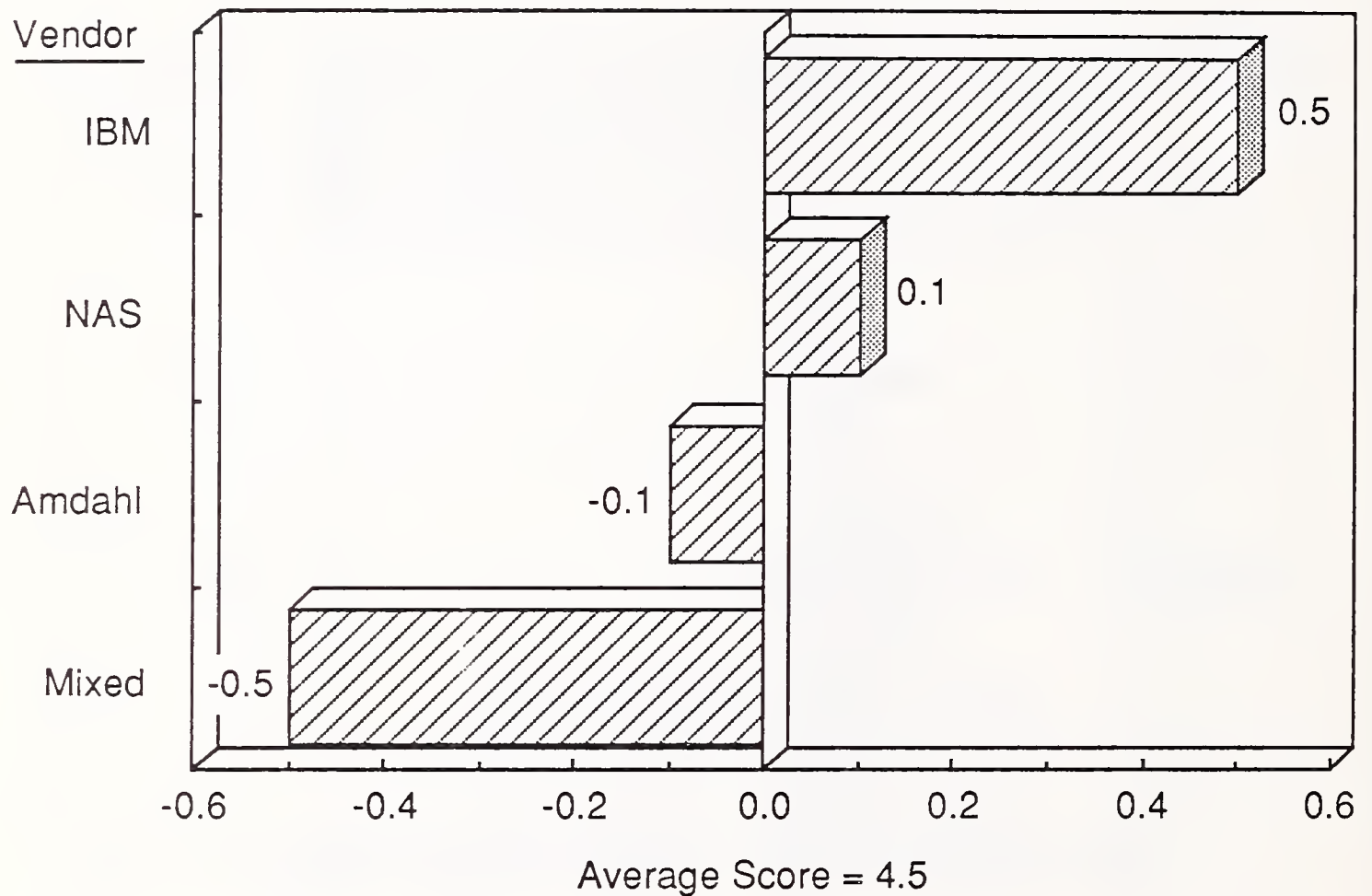
- Amdahl system software improvements demand more user education
- NAS CPUs tend to be older models or installed within past 2 years; less E & T required

VENDOR COMPARISON: COMMUNICATION SERVICES



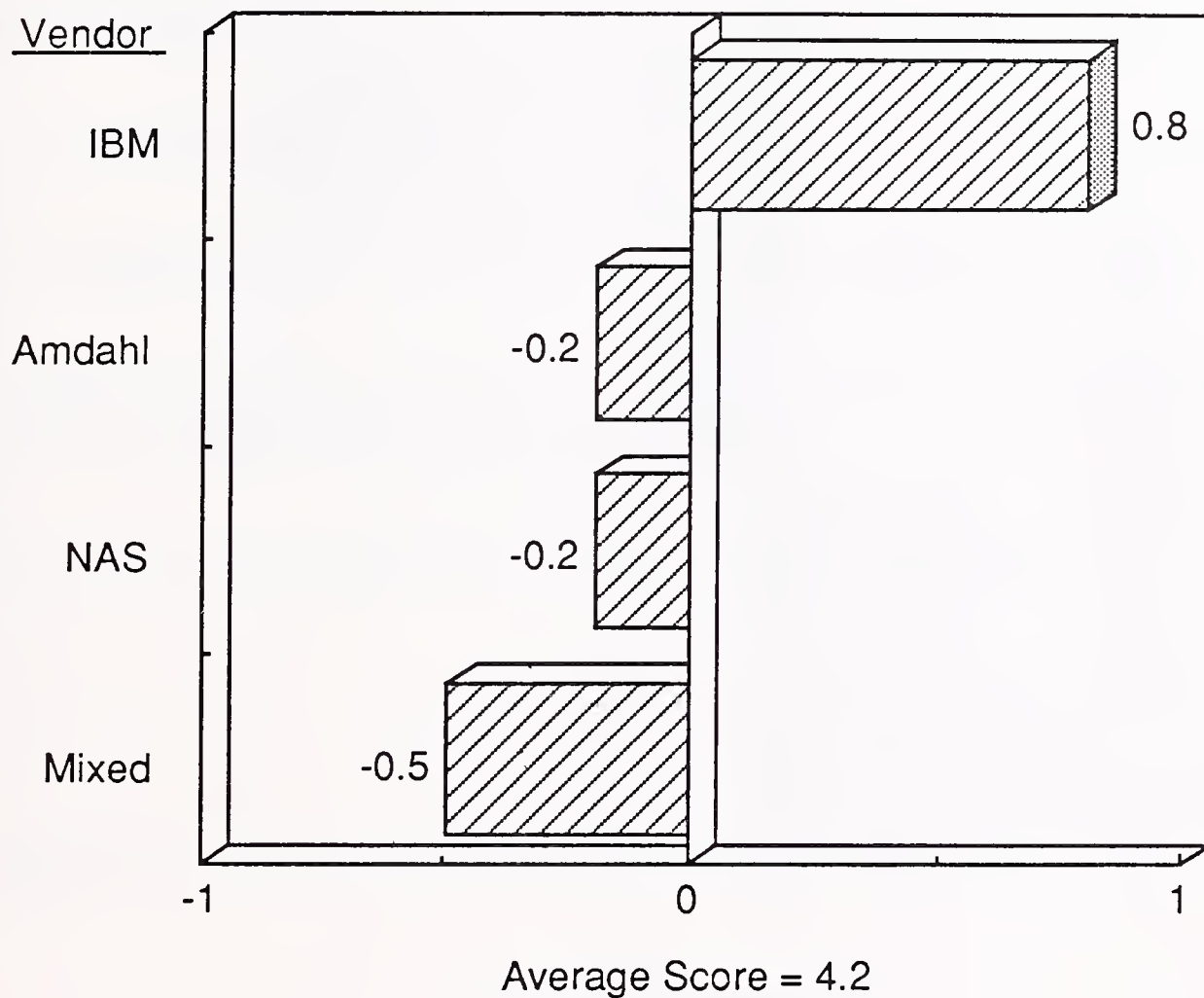
- Amdahl and NAS customers are more self-reliant
- Issues: Security of data; and awareness of products other than those sold by the primary hardware vendor

VENDOR COMPARISON: OTHER HARDWARE SERVICES



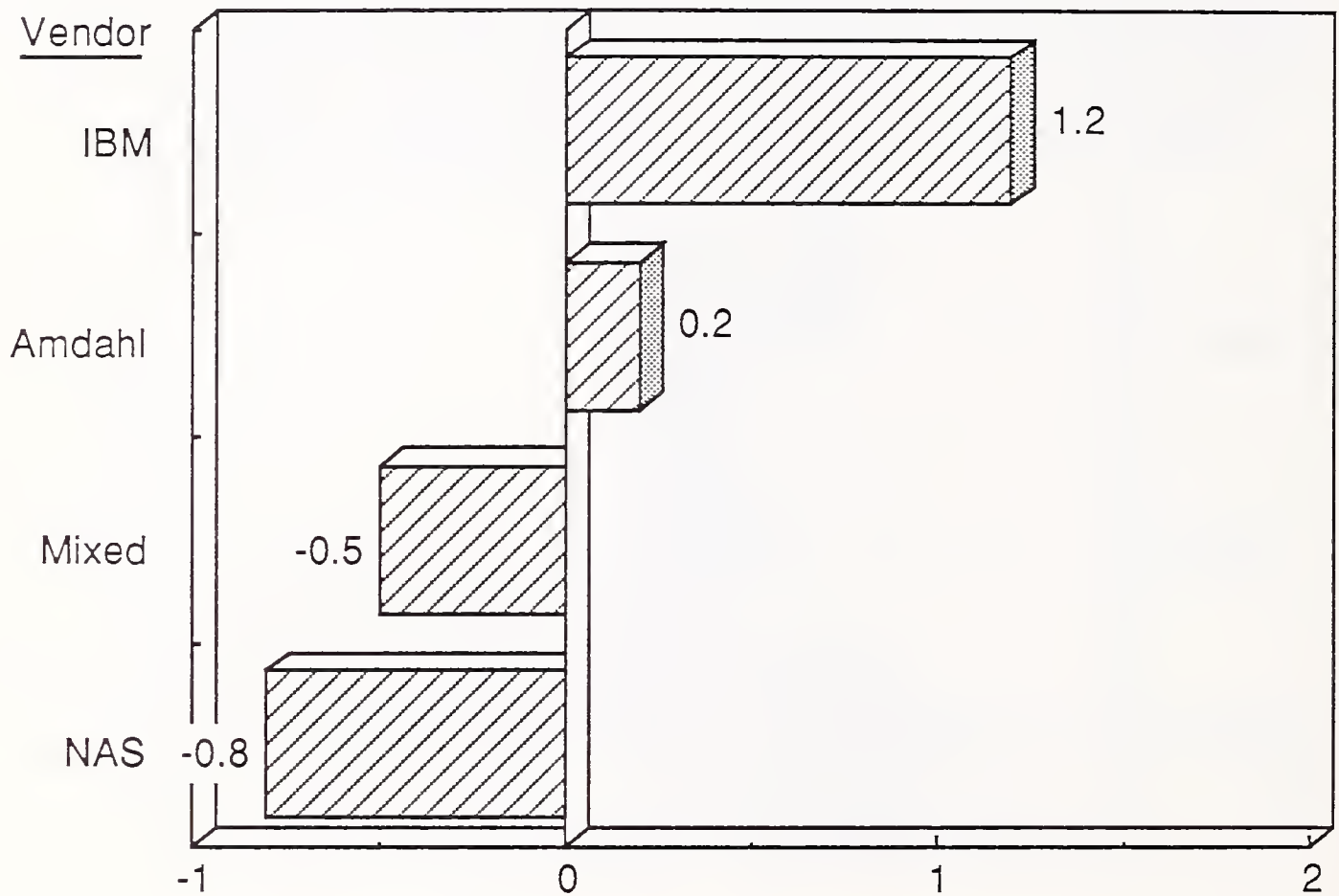
- IBM and NAS sites require more hardware planning and consulting
- Large, mixed vendor sites have in-house capability

VENDOR COMPARISON: PROFESSIONAL SERVICES



- Surprise: System integration is least important in mixed vendor sites

VENDOR COMPARISON: I.S. MANAGEMENT



Average Score = 3.8

- Mixed sites have fewer information centers
- IBM uses I.S. management services as "soft leading edge" for account penetration

SUMMARY: RELATIVE IMPORTANCE OF MAIN SERVICES

- User goals:
 - Research costs
 - Research number of vendor service calls
- IBM uses hardware services & I.S. management services for account control
- AMDAHL users are more self-reliant

IMPORTANCE OF 'HARDWARE SUPPORT' SERVICES BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Capacity/performance planning consulting	3	5	6	6	5.0
Equipment relocation/ consolidation					
– Consulting	5	4	5	5	4.8
– Performing	5	4	4	6	4.8
Storage management consulting	4	5	6	4	4.8
Disaster Recovery Service					
– Consulting	4	5	5	4	4.5
– Performing	4	5	4	4	4.3
Data Center Operations					
– Consulting	3	4	6	4	4.3
– Performing	4	3	4	4	3.8

IMPORTANCE OF 'HARDWARE MAINTENANCE' SERVICES BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Remedial maintenance	6	7	7	7	6.8
Overnight delivery of replacement parts	6	7	6	6	6.3
Preventive maintenance	6	6	6	6	6.0
On-site spare parts	6	6	5	5	5.5
ECO/FCO implementation	6	5	6	5	5.5
Hardware ECO implementation	6	6	5	5	5.5
Remote diagnostics	5	6	5	5	5.3
Management review of hardware performance	5	6	5	5	5.3
New product information	4	5	5	5	4.8
Maintenance of other vendors' hardware	5	4	3	4	4.0

IMPORTANCE OF "SOFTWARE SUPPORT" SERVICES BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Software problem determination for own product	6	6	7	6	6.3
Documentation	6	6	6	6	6.0
Software upgrade assistance	5	5	6	6	5.5
Software problem determination for other vendors' products	5	4	5	6	5.0
Software installation assistance	5	4	6	5	5.0
Remote software diagnostics	5	4	6	5	5.0
Software conversion					
– Consulting	5	4	5	5	4.8
– Performing	5	4	4	5	4.5
Software evaluation	4	3	6	5	4.5
Software development	4	2	6	6	4.5
Application software design					
– Consulting	3	4	5	3	3.8
– Performing	3	4	4	3	3.5

IMPORTANCE OF “PROFESSIONAL SERVICES” BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
System integration					
– Consulting	4	5	6	3	4.5
– Performing	4	4	4	4	4.0
Facilities management					
– Performing	3	3	5	5	4.0

IMPORTANCE OF “EDUCATION AND TRAINING” SERVICES BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
E & T for vendor's products	6	6	6	4	5.5
E & T for system software sold by other vendors	6	5	6	5	5.5

IMPORTANCE OF “COMMUNICATIONS” SERVICES BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Communication network technology assessment consulting	5	5	7	4	5.3
Communication network design and implementation	4	4	6	5	4.8
Communication network management					
– Consulting	5	4	6	3	4.5
– Performing	4	4	5	4	4.3

IMPORTANCE OF "I.S. MANAGEMENT" SERVICES BY VENDOR

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
IS Services strategy					
– Consulting	3	4	6	4	4.3
Information center					
– Consulting	4	4	5	2	3.8
– Performing	3	4	4	3	3.5

MOST IMPORTANT SERVICES FOR USERS' DATA PROCESING OPERATIONS

(All Sites, All Vendors)

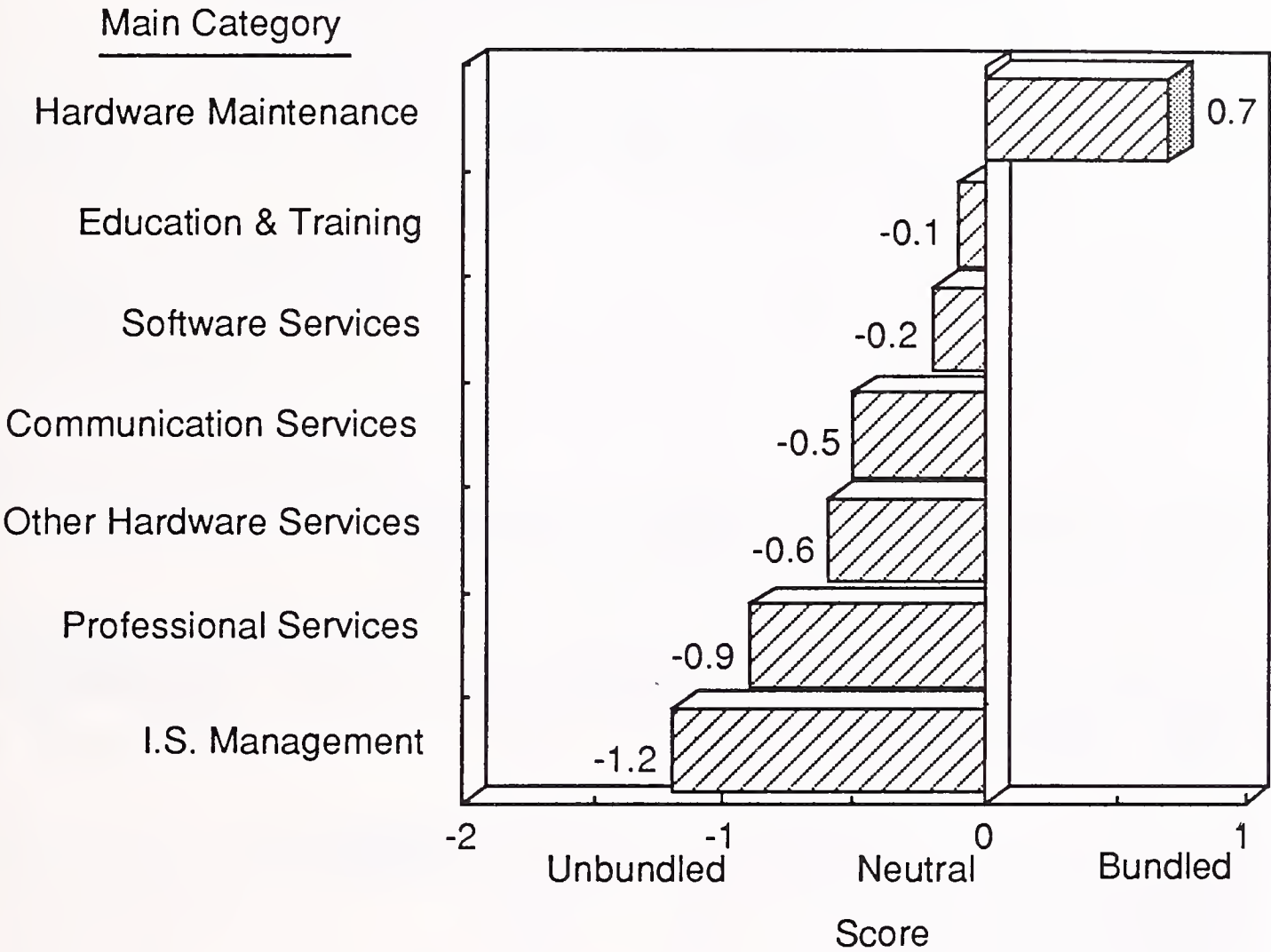
CRITERION	SCORE
Remedial Maintenance	6.8
Preventive Maintenance	6.4
Overnight Delivery of Replacement Parts	6.2
Software Problem Determination for Vendor's Own Products	6.2
Documentation	5.8
Education and Training for Vendor's Products	5.7

BUNDLING/UNBUNDLING OF SERVICES

**“HARDWARE MAINTENANCE”
BUNDLING/UNBUNDLING
BY VENDOR
(7 = Bundled; 1 = Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Preventive Maintenance	5	4	5	5	4.8
Remedial Maintenance	4	4	5	5	4.5

BUNDLING VS. UNBUNDLING BY MAIN CATEGORY



- No clear mandate for bundling at top level
- Professional Services & I.S. Management services should remain unbundled

INPUT

INTRODUCTION: BUNDLING AND UNBUNDLING OF SERVICES BY VENDOR (Example)

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Capacity/performance planning					
– Consulting	5	4	5	5	4.8

- Each service evaluated separately
- Shown for all services listed in a major category, e.g., “hardware”
- “Consulting” shown separately from “Performing”
- Differences (higher or lower scores) are circled
- Bundled = 7; Unbundled = 1

**“OTHER HARDWARE SERVICES”
BUNDLING AND
UNBUNDLING BY VENDOR
(7 = Bundled; 1 = Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Capacity/performance planning					
– Consulting	5	4	5	5	4.8
Storage management					
– Consulting	3	4	4	4	3.8
Equipment relocation/consolidation					
– Consulting	4	3	3	4	3.5
Data Center Operation					
– Consulting	3	4	4	3	3.5
– Services	3	4	2	3	3.0
Equipment Relocation/Consolidation Services	3	2	3	4	3.0
Disaster Recovery Service					
– Performing	3	4	3	2	3.0
– Services	2	2	3	3	2.5

**“SOFTWARE” SERVICES
BUNDLING AND UNBUNDLING BY VENDOR
(7 = Bundled; 1 = Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Software problem determination for own software	6	5	6	5	5.5
Documentation	5	6	6	4	5.3
Software installation assistance	4	5	5	5	4.8
Software upgrade assistance	4	4	5	5	4.5
Software problem determination for other vendors' software	5	4	4	5	4.5
Software conversion consulting	4	3	4	4	3.8
Software conversion services	4	3	3	4	3.5
Remote software diagnostics	4	3	3	3	3.3
Software evaluation	3	3	3	3	3.0
Software development	3	2	4	3	3.0
Application software design					
– Consulting	2	2	3	2	2.3
– Services	2	2	2	2	2.0

INPUT

**“I.S. SERVICES” BUNDLING/UNBUNDLING
BY VENDOR
(7 = Bundled; 1 = Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>AMDAHL</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Information center					
– Consulting	3	3	3	3	3.0
– Services	2	2	3	4	2.8
Information services strategy					
– Consulting	2	2	4	2	2.5

**“PROFESSIONAL SERVICES”
BUNDLING/UNBUNDLING BY VENDOR
(7=Bundled; 1=Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Systems integration consulting	4	3	5	2	3.5
Facilities management services	3	3	3	3	3.0
Systems integration services	3	3	3	2	2.8

**“EDUCATION & TRAINING” SERVICES
BUNDLING/UNBUNDLING BY VENDOR
(7=Bundled; 1=Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
E & T for system software sold by other vendors	5	5	5	4	4.8
E & T for specific skills, concepts, & management seminars	4	3	5	4	4.0
E & T for vendor's products	3	3	3	3	3.0

**“COMMUNICATIONS” SERVICES
BUNDLING/UNBUNDLING BY VENDOR
(7=Bundled; 1=Unbundled)**

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>	<u>Average</u>
Communications network technology assessment consulting	4	4	4	3	3.8
Communication network management performing	4	3	3	4	3.5
Communication network management consulting	4	3	3	3	3.3
Communication network design implementation (performing)	5	1	4	3	3.3

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BUNDLING/UNBUNDLING PREFERENCE

<u>Most Important Services</u>	<u>Preference</u>	<u>% Range Currently bundled with sale</u>	<u>% Range Currently using primary HW vendor</u>
• Preventive Maintenance	• Bundling	33-66%	80-100%
• Remedial	• Bundling	20-40%	80-100%
• Software problem determination for vendor's own products	• Bundling, esp. mixed sites & IBM sites	60-83%	70-93%
• Documentation	• Bundling, esp. Amdahl & IBM sites	40-67%	60-90%

INPUT

USER COMMENTS: BUNDLING/UNBUNDLING OF SERVICES

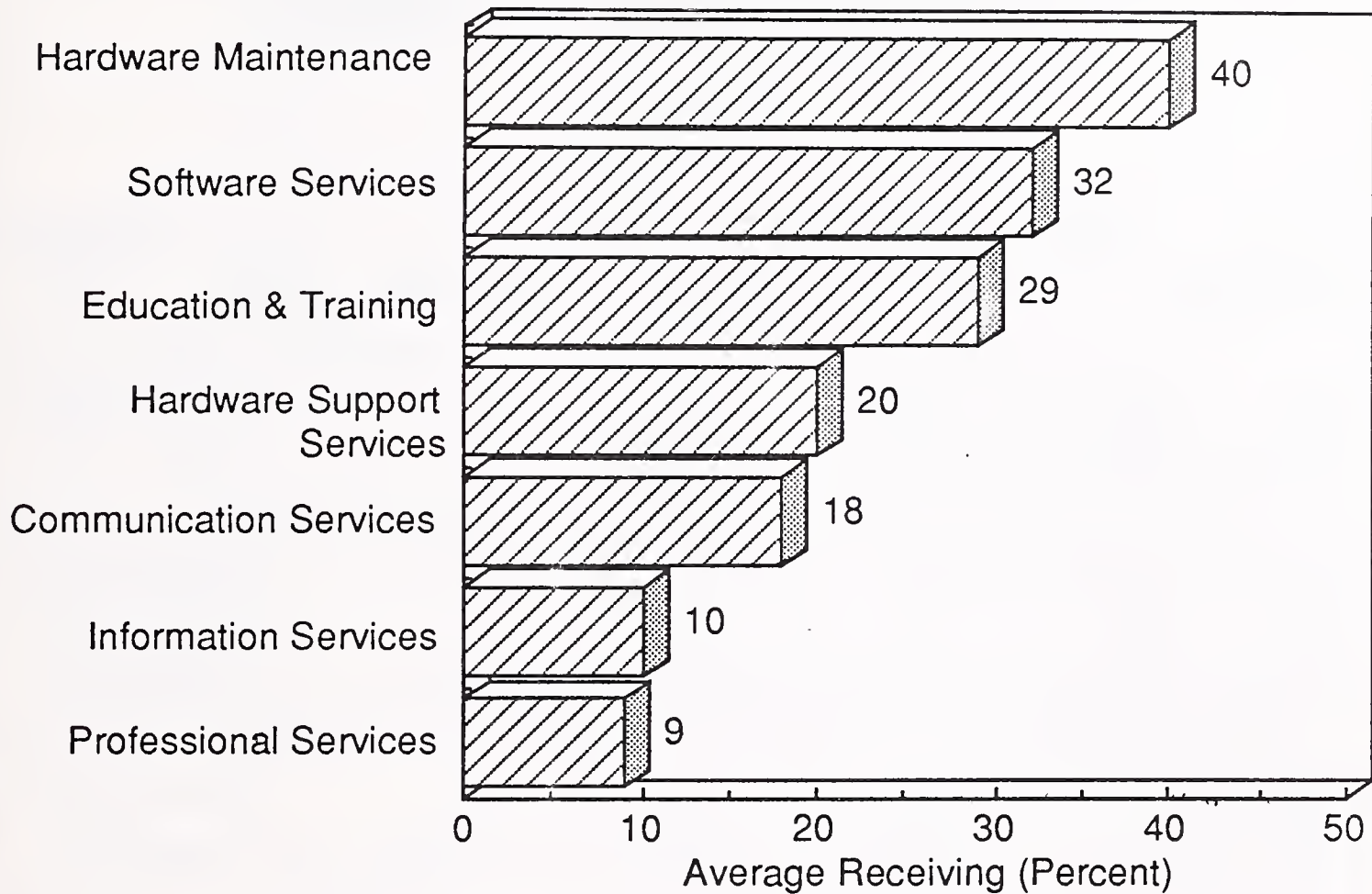
- On-site spare parts
 - “If you are paying a monthly maintenance charge then on-site spares should be included.” (Telecommunication carrier; mixed vendor site)
- Preventive maintenance
 - “We run 24 hours a day, 7 days a week. It’s essential.” (Service bureau; NAS site)
- Remedial maintenance
 - “Warranty period must be covered.” (Insurance company; IBM site)
- Software problem determination
 - “Harder to find than a hardware problem.” (Telecommunications carrier; mixed vendor site)
- Software upgrade
 - “Software turns out not as documented. Need help!” (University; IBM site)

INPUT

SUMMARY: BUNDLING/UNBUNDLING

- Users oriented toward bundling of:
 - Software problem determination
 - Documentation
 - Education & training for any system software
- IBM sites pay more; want more services bundled

USERS RECEIVING BUNDLING BY MAJOR CATEGORY



- Relatively large amount of bundling of services with purchase
- Bundling is the result of extensive negotiation with users
- Services bundled are designed to maintain knowledge and loyalty of user

**PERCENT OF USERS
RECEIVING BUNDLING OF “HARDWARE
MAINTENANCE” SERVICES**

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
Preventive maintenance	33	40	50	66
Remedial maintenance	20	40	40	33

- NAS & IBM bundle “preventive” maintenance in one-half or more of sites
- Amdahl follows IBM’s approach to “remedial” maintenance

PERCENT OF USERS RECEIVING BUNDLING OF "OTHER HARDWARE" SERVICES

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
Data center operations				
- Consulting	40	20	40	50
- Services	20	0	20	33
Equipment relocation/ consolidation				
- Consulting	13	0	40	50
- Services	7	0	20	50
Disaster recovery				
- Consulting	7	0	0	16
- Services	7	0	0	16
Storage management				
- Consulting	20	40	20	16
Capacity/performance Planning Consulting	20	20	40	16

- Overall, Amdahl bundles less hardware services than IBM or NAS
- Amdahl aggressively bundles storage management consulting-helps sell disk drives
- IBM bundles capacity/performance planning to help sell hardware

INPUT

PERCENT OF USERS RECEIVING BUNDLING OF "SOFTWARE" SERVICES

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
Software Conversion*				
- Consulting	47	20	33	50
- Services	33	0	20	33
Application Software Design				
- Consulting	13	0	10	0
- Services	13	0	10	0
Remote software Diagnostics	27	20	40	16
Software Installation Assistance*	33	60	50	83
Software Upgrade Assistance*	40	40	50	50
Software Evaluation	0	0	30	0
Software Development	13	0	30	0
Software problem determination				
- For own software	60	60	70	83
- For other vendors' software	27	60	20	33
Documentation*	66	40	70	66

- Overall, vendors bundle five services (designated by asterisk)
- IBM, then NAS, bundle the most services
- Amdahl least competitive in software conversion and documentation

PERCENT OF USERS RECEIVING BUNDLING OF “PROFESSIONAL” SERVICES

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
SystemsIntegration				
- Consulting	20	20	20	0
- Services	7	20	20	0
Facilities Management				
- Services	7	0	0	0

- NAS does not bundle systems integration or facilities management services
- Difficult services to properly price, deliver, and ensure satisfaction (S.I. & F.M. are *processes*, not well-defined tasks)

PERCENT OF USERS RECEIVING BUNDLING OF “EDUCATION & TRAINING” SERVICES

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
E & T for vendor's products	33	40	50	33
E & T for software sold by other vendors	7	20	40	33
E & T for specific skills, concepts, seminars	7	40	30	16

- Education & training for vendor's products bundled relatively frequently; also considered important by users
- IBM users receive the most bundling of E & T services
- Some Amdahl users receive unspecified E & T services from IBM

PERCENT OF USERS RECEIVING BUNDLING OF “COMMUNICATIONS” SERVICES

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
Communication NW Technology Assessment - Consulting	26	20	20	33
Communication NW management - Consulting	13	20	50	33
- Services	7	0	10	33
Communication NW Design & Implementation	7	0	10	0

- IBM bundles communications consulting to:
 - Learn about user network implementation
 - Control Fortune 500 accounts
 - Gain reference accounts
- Amdahl could bundle slightly more communication services to effectively compete
- Issue: Is this a hardware vendor, rather than a software vendor or third-party vendor, strength?

PERCENT OF USERS RECEIVING BUNDLING OF "I.S. MANAGEMENT" SERVICES

(Percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
Information Center				
- Consulting	13	20	20	0
- Services	7	20	10	0
Information Services				
Strategy Consulting	7	0	30	0

- I.S. management services not often bundled
- Amdahl consulting limited to tactical, not strategic, orientation
- IBM consults at strategic level

SUMMARY: PERCENT OF USERS NOW RECEIVING BUNDLED SERVICES

- IBM & NAS bundle “Hardware” services fairly often.
- Preventive & remedial maintenance frequently bundled by IBM & NAS (Duration of service is unknown).
- Software problem determination, documentation, conversion, installation, and upgrade are most frequently bundled services (in order).
 - NAS and AMDAHL bundle installation & problem determination for own software.
 - IBM bundles documentation & problem determination for own software.
 - AMDAHL extensively helps users determine problems with other vendors’ software.
- Education & training is frequently bundled. IBM bundles most often.
- Can users find true communications happiness through hardware vendors?
- AMDAHL consulting is tactical, not strategic.
- Vendors avoid “process” services and stick to “task-oriented” services.

PROS & CONS OF BUNDLING

INPUT

INTRODUCTION: PROS & CONS OF BUNDLING

- Total responses
Pro: 24
Con: 17
- Percent of responses by vendor population
(percent)

<u>Category</u>	<u>Mixed</u>	<u>Amdahl</u>	<u>IBM</u>	<u>NAS</u>
Pro	8 (61)	1 (16)	10 (100)	5 (83)
Con	6 (46)	1 (16)	7 (70)	3 (50)

- More “pros” than “cons”
- IBM sites had most responses followed by NAS and mixed vendor sites

“PROS” OF BUNDLING

Comments/Quotes:

- “You don’t have to justify purchase of additional features.”
- “It reduces negotiations with the vendor.”
- “It appears the services are free so it generates goodwill.”
- “Bundling guarantees that a warranty is provided.”
- Summary Pros:
 - Budget Impact
 - Easier Negotiations
 - Goodwill
 - Warranty Implied

“CONS” OF BUNDLING

Comments/Quotes:

- “You pay for things you don’t use.”
- “Bundling eliminates negotiating leverage.”
- “You have no alternatives (source or exact service).”
- “You pay for something you might not receive (24-hour maintenance).”
- “You lose flexibility. We want to be able to change suppliers when we want to.”
- “Harder to determine costs (and subsequent cost/benefit analysis).”
 - Summary Cons:
 - Pay for what you don’t use/get
 - No Negotiating Leverage
 - No Alternatives (source or service)
 - Loss of Flexibility
 - Locked in to One Vendor
 - Harder to Track Costs

SUMMARY: BUNDLING OF SERVICES

- Made easier for users
 - Budget justification
 - Negotiation
 - Warranty issues clarified
- Made tougher for users
 - Negotiation
 - Pay for items you may not use/get
 - Determining costs
 - Lack of flexibility
 - Lack of alternatives
- Overall, user's negative comments are more compelling than positive comments
- Positive items could be addressed through good negotiator & competent legal staff

INPUT

DISCUSSION OF INDIVIDUAL SERVICES

Description: Remedial Maintenance

Service (c/p): Performing

Summary

- Importance: Most Important

- Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	20	93
Amdahl	40	80
IBM	40	80
NAS	33	80

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	93	100	70	80
Software	—	—	—	—
Prof. Services	—	—	10	—
Customer	7	—	10	20
Other	—	—	—	—
DK/NR	—	—	10	—
	100	100	100	100

- Preferred Supplier: Hardware Vendor
- NAS & Amdahl Sites Overwhelmingly Use Hardware Vendors

Description:

Software Problem Determination for Vendor's Own Products

Service (c/p):

Performing

Summary

- Importance:

Highest Rating; especially for IBM Sites

- Preference:

Toward Bundling, Especially for Mixed & IBM Sites

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	60	93
Amdahl	60	40 AMD/ 40 IBM & AMD
IBM	70	70
NAS	83	67 NAS/ 16 IBM & NAS

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	47	40	20 (low)	50
Software	47	60	60	33
Prof. Services	—	—	—	—
Customer	6	—	10	—
Other	—	—	—	—
DK/NR	—	—	10	17
	100	100	100	100

- Preferred Suppliers: Software & Hardware Vendors
- Opportunity: at Mixed Vendor Sites
- Could be Used During Negotiations
- Users Nearly “Expect “ this Service

INPUT

Description: Documentation
Service (c/p): Performing
Summary
- Importance: Second Highest Rating; All Vendors & Mixed Sites Scored "6"
- Preference: Toward Bundling, Especially for Amdahl & IBM Sites

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	67	87		
Amdahl	40	20 Amdahl/40 IBM & Amdahl		
IBM	70	90		
NAS	67	33 NAS/ 50 IBM		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	20	20	16
Software	53	60	80	67
Prof. Services	—	—	—	—
Customer	—	—	—	—
Other	—	—	—	—
DK/NR	7	20	—	17
	100	100	100	100

- Issue: Software, Not Hardware, Documentation
- Users Expect Free/Low-Cost Documentation
- Use Aggressively in Negotiations

Description: Preventive Maintenance

Service (c/p): Performing

Summary

- Importance: Very Important

- Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	33	87		
Amdahl	40	80		
IBM	50	80		
NAS	66	100		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	100	100	70	100
Software	—	—	—	—
Prof. Services	—	—	10	—
Customer	—	—	20	—
Other	—	—	—	—
DK/NR	—	—	—	—
	100	100	100	100

- Preferred Supplier: Hardware Vendor
- IBM & NAS Bundle More Frequently than Amdahl
- Amdahl could Use to Close Sale & Hold Off TPMs in Mixed Sites

INPUT

Description: Communications Network Management

Service (c/p): Consulting

Summary

- Importance: Above Average: IBM users averaged "6"
- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	13	40		
Amdahl	20	40		
IBM	50	30		
NAS	33	16		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	40	30	33
Software	13	—	—	17
Prof. Services	—	—	10	—
Customer	47	40	60	—
Other/TPM	—	—	—	—
DK/NR	—	20	—	50

	100	100	100	100
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- Preferred Supplier: Hardware vendors and In-House
- Opportunities: Mixed vendor sites and current Amdahl customers
- Consider: Bundling for strategic accounts

Description:

Education and Training for Vendor's Products

Service (c/p):

Performing

Summary

- Importance:

Above Average: All "6s" except NAS

- Preference:

Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	33	8		
Amdahl	40	60% Amdahl/40% IBM & AMD		
IBM	50	70		
NAS	33	83		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	60	60	30	83
Software	40	40	60	17
Prof. Services	—	—	—	—
Customer	—	—	10	—
Other/TPM	—	—	—	—
DK/NR	—	—	—	—

	100	100	100	100
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- Preferred Suppliers: Hardware and software vendors
- Amdahl weakness - customers are using IBM
- Opportunity: Current Amdahl customers

Description: Education and Training for System Software sold by other Vendors

Service (c/p): Performing

Summary

- Importance: Above Average; Mixed & IBM sites more so
- Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	7	40
Amdahl	20	60 AMD/20 AMD & IBM
IBM	40	30
NAS	33	16

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	33	60	20	50
Software	33	40	60	50
Prof. Services	7	—	—	—
Customer	—	—	10	—
Other/TPM	—	—	—	—
DK/NR	27	—	10	—

100

100

100

100

- Preferred Suppliers: Hardware and software vendors
- Use in negotiating stage
- Opportunity: Current customers and NAS sites

INPUT

Description: Software Problem Determination for Other Vendors' Products

Service (c/p): Performing

Summary

- Importance: Above Average; especially for NAS Sites
- Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	27	53		
Amdahl	60	40 AMD/ 40 IBM & Amdahl		
IBM	20	—		
NAS	33	16 NAS/16 IBM/16 IBM & NAS		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	20	40	—	—
Software	53	40	60	50
Prof. Services	—	—	—	—
Customer	—	—	20	—
Other	—	—	—	—
DK/NR	27	20	20	50
	100	100	100	100

- Preferred Suppliers: Software & Hardware Vendors
- Opportunity: Mixed Vendor Sites & Existing Customers

Description: Software Evaluation

Service (c/p): Performing

Summary

- Importance: Above Average; especially IBM Sites
- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	—	7		
Amdahl	—	—		
IBM	30	30		
NAS	16	16		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	6	—	20	17
Software	—	20	20	—
Prof. Services	—	—	—	—
Customer	67	40	60	33
Other	—	—	—	—
DK/NR	27	40	—	50
	100	100	100	100

- Preferred Supplier: In-House
- No Amdahl Opportunities

Description: Software Upgrade Assistance
 Service (c/p): Performing
 Summary
 - Importance: Above Average; especially IBM & NAS Sites
 - Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	40	67
Amdahl	40	60
IBM	50	80
NAS	50	50

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	47	40	40	33
Software	20	40	60	17
Prof. Services	—	—	—	—
Customer	33	20	—	17
Other	—	—	—	—
DK/NR	—	—	—	33
	100	100	100	100

- Preferred Suppliers: Hardware & Software Vendors
- Limited Opportunity: Existing Amdahl Sites
- Use in Negotiations with Prospective Customers

INPUT

Description: Software Installation Assistance
 Service (c/p): Performing
 Summary
 - Importance: Above Average; especially IBM Sites
 - Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	33	53
Amdahl	60	40
IBM	50	80
NAS	83	66

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	20	40	50
Software	20	60	60	33
Prof. Services	—	—	—	—
Customer	33	—	—	17
Other	—	—	—	—
DK/NR	7	20	—	—
	100	100	100	100

- Preferred Suppliers: Software & Hardware Vendors
- Very Limited Amdahl Opportunities

Description:

Remote Software Diagnostics

Service (c/p):

Performing

Summary

- Importance:

Above Average

- Preference:

Neutral

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	27	27		
Amdahl	20	33		
IBM	40	60		
NAS	16	50		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	13	—	30	33
Software	33	40	40	17
Prof. Services	7	—	—	—
Customer	13	20	10	17
Other	—	—	—	—
DK/NR	34	40	20	33
	100	100	100	100

- Preferred Supplier: Software Vendors or In-House
- Opportunity: Existing Amdahl Customers

Description: Software Conversion

Service (c/p): Performing

Summary

- Importance: Above Average

- Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	33	53
Amdahl	—	40
IBM	20	10
NAS	16	16

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	20	—	33
Software	20	20	30	33
Prof. Services	—	—	—	—
Customer	40	60	50	—
Other	—	—	10	—
DK/NR	—	—	10	34
	100	100	100	100

- Preferred Supplier: Software Vendor or Customer
- Opportunities: Prospective Amdahl Customers, Mixed (IBM/Amdahl) Sites

Description: Software Conversion

Service (c/p): Consulting

Summary

- Importance: Above Average

- Preference: Toward Bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	47			73
Amdahl	20			66
IBM	40			40
NAS	33			16

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	47	40	—	33
Software	27	20	50	33
Prof. Services	—	—	20	—
Customer	20	40	10	—
Other	—	—	10	—
DK/NR	6	—	10	34
	100	100	100	100

- Preferred Supplier: Mixed, NAS, & Amdahl Sites Prefer Hardware Vendor; IBM Sites Prefer Software Supplier.
- Opportunity: Mixed Sites; Prospective Amdahl Customers

Description: Capacity/Performance Planning

Service (c/p): Consulting

Summary

- Importance: Above Average; especially IBM & NAS Sites
- Preference: Neutral

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	20			20
Amdahl	20			60
IBM	40			30
NAS	20			33

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	60	40	60
Software	—	—	—	—
Prof. Services	—	—	—	—
Customer	60	40	60	40
Other	—	—	—	—
DK/NR	—	—	—	—
	100	100	100	100

- Preferred Suppliers: Hardware Vendors & Self
- Amdahl Customers are Loyal
- Offer Service to Help Sell CPUs or Memory Upgrades

INPUT

Description: Communications Network
Technology Assessment

Service (c/p): Consulting

Summary

- Importance: Above Average; "7" for IBM Sites
- Preference: Neutral

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	27			47
Amdahl	20			40
IBM	20			10
NAS	40			16

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	47	60	30	33
Software	7	—	10	17
Prof. Services	—	—	10	—
Customer	40	20	40	—
Other/TPM	—	—	—	—
DK/NR	6	20	10	50

	100	100	100	100
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- Preferred Suppliers: Hardware vendors and In-House
- Opportunity: Existing Amdahl customers

Description: Storage Management

Service (c/p): Consulting

Summary

- Importance: Average; Above Average by IBM Users

- Preference: Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	20	53		
Amdahl	40	60		
IBM	20	20		
NAS	16	16		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	53	60	30	40
Software	—	—	—	—
Prof. Services	—	—	—	—
Customer	47	40	50	40
Other	—	—	10	—
DK/NR	—	—	10	20
	100	100	100	100

- Preferred Suppliers: Hardware Vendors & Self
- Users Loyal to Amdahl
- Bundling this Service Helps Sell Disk Drives

Description:
Service (c/p):
Summary

Information Center Management
Consulting

- Importance:
- Preference:

Average
Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	13	13		
Amdahl	20	20		
IBM	20	20		
NAS	—	—		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	7	20	10	17
Software	7	—	10	—
Prof. Services	—	—	—	—
Customer	60	60	60	33
Other	—	—	—	—
DK/NR	26	20	20	50
	100	100	100	100

- Preferred Supplier: In-House
- No Opportunities

Description: Systems Integration

Service (c/p): Consulting

Summary

- Importance: Average

- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	20	40
Amdahl	20	20
IBM	20	20
NAS	—	—

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	40	10	17
Software	20	—	30	—
Prof. Services	—	—	—	17
Customer	27	20	30	33
Other	—	—	10	—
DK/NR	13	40	20	33
	100	100	100	100

- Preferred Supplier: Hardware Vendor
In-House
- No Opportunity

Description:

Data Center Operations

Service (c/p):

Consulting

Summary

- Importance:

Average; “Very important” for IBM users

- Preference:

Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	40	58		
Amdahl	20	50		
IBM	40	67		
NAS	50	80		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	46	60	40	83
Software	—	—	—	—
Prof. Services	7	—	20	—
Customer	33	40	40	17
Other	—	—	—	—
DK/NR	14	—	—	—
	100	100	100	100

- Preferred Suppliers: Hardware Vendors & Self
- No Amdahl Opportunities

Description: Data Center Operations

Service (c/p): Performing

Summary

- Importance: Average

- Preference: Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	20		25	
Amdahl	—		50	
IBM	20		33	
NAS	33		75	

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	27	60	30	67
Software	—	—	—	—
Prof. Services	7	—	10	—
Customer	53	40	60	17
Other	—	—	—	—
DK/NR	13	—	—	16
	100	100	100	100

- Preferred Suppliers: Hardware Vendors & Self
- No Amdahl Opportunities

Description: Equipment Relocation/
Consolidation

Service (c/p): Consulting

Summary

- Importance: Average
- Preference: Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	13	75		
Amdahl	—	50		
IBM	40	60		
NAS	50	100		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	73	60	70	100
Software	—	—	—	—
Prof. Services	7	—	10	—
Customer	20	40	20	—
Other	—	—	—	—
DK/NR	—	—	—	—
	100	100	100	100

- Preferred Suppliers: Hardware Vendors & Self
- Amdahl Could Use this Service as Negotiating Tool

INPUT

Description: Equipment Relocation/
Consolidation

Service (c/p): Performing

Summary

- Importance: Average; Above Average for NAS Sites
- Preference: Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	53		
Amdahl	—	80		
IBM	20	30		
NAS	50	100		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	80	80	40	100
Software	—	—	—	—
Prof. Services	7	—	—	—
Customer	13	20	60	—
Other	—	—	—	—
DK/NR	—	—	—	—
	100	100	100	100

- Preferred Suppliers: Hardware Vendors & Self
- Amdahl Could Offer this Service as Negotiating Tool

Description: Disaster Recovery Services

Service (c/p): Consulting

Summary

- Importance: Average
- Preference: Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	13		
Amdahl	—	—		
IBM	—	—		
NAS	16	33		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	27	20	10	50
Software	—	—	—	—
Prof. Services	—	20	10	17
Customer	53	40	20	—
Other	14	20	40	33
DK/NR	6	—	20	—
	100	100	100	100

- Preferred Suppliers: Self & Third Parties
- No Opportunity

Description: Disaster Recovery Services
 Service (c/p): Performing
 Summary
 - Importance: Average
 - Preference: Unbundled

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	7		
Amdahl	—	—		
IBM	—	—		
NAS	16	33		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	20	20	10	50
Software	—	—	—	—
Prof. Services	7	20	—	17
Customer	53	40	60	—
Other	7	20	20	33
DK/NR	13	—	10	—
	100	100	100	100

- Preferred Suppliers: Self, Professional Services, and Other Third Parties
- Avoid

Description: Application Software Design
 Service (c/p): Consulting
 Summary
 - Importance: Average
 - Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	13	13		
Amdahl	—	—		
IBM	10	20		
NAS	—	33		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	13	—	—	17
Software	13	—	30	33
Prof. Services	—	—	10	—
Customer	53	100	50	17
Other	—	—	—	—
DK/NR	21	—	10	33
	100	100	100	100

- Preferred Suppliers: In-House or Software Vendor
- No Amdahl Opportunities

INPUT

Description: Application Software Design
 Service (c/p): Performing
 Summary
 - Importance: Average
 - Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	13	13		
Amdahl	—	—		
IBM	10	20		
NAS	—	16		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	13	—	—	16
Software	13	—	30	16
Prof. Services	—	—	—	—
Customer	53	100	60	17
Other	—	—	—	—
DK/NR	21	—	10	50
	100	100	100	100

- Preferred Supplier: In-House
- Limited Opportunities in Mixed Vendor Sites

Description: Software Development
Service (c/p): Performing
Summary
- Importance: Average; Above Average for IBM & NAS Sites
- Preference: Neutral

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	13	7		
Amdahl	—	—		
IBM	30	30		
NAS	—	16		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	6	—	20	17
Software	—	20	20	—
Prof. Services	—	—	—	—
Customer	67	40	60	33
Other	—	—	—	—
DK/NR	27	40	—	50
	100	100	100	100

- Preferred Supplier: In-House
- Very Limited Opportunity at Mixed Sites

INPUT

Description: Information Center Management
 Service (c/p): Consulting
 Summary
 - Importance: Average
 - Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	13	13
Amdahl	20	20
IBM	20	20
NAS	—	—

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	7	20	10	17
Software	7	—	10	—
Prof. Services	—	—	—	—
Customer	60	60	60	33
Other	—	—	—	—
DK/NR	26	20	20	50
	100	100	100	100

- Preferred Supplier: In-House
- No Opportunities

Description:
Service (c/p):
Summary

Information Center Management
Performing

- Importance:
- Preference:

Average
Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7			
Amdahl	20			
IBM	10			
NAS	—			

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	—	20	10	—
Software	8	—	10	—
Prof. Services	—	—	—	—
Customer	67	60	60	33
Other	—	—	—	—
DK/NR	25	20	20	67
	100	100	100	100

- Preferred Supplier: In-House
- No Opportunity

INPUT

Description: Information Services Strategy
 Service (c/p): Consulting

Summary

- Importance: Average; Above Average at IBM Sites
- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	7	7
Amdahl	—	—
IBM	30	40
NAS	—	—

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	—	—	10	—
Software	7	—	30	—
Prof. Services	—	—	10	—
Customer	53	60	30	17
Other	—	—	—	—
DK/NR	40	40	20	83
	100	100	100	100

- Preferred Supplier: Customer
- Could Use in Negotiations
- Some Opportunity for Account Control

Description: Systems Integration
Service (c/p): Consulting

Summary

- Importance: Average
- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	20	40		
Amdahl	20	20		
IBM	20	20		
NAS	—	—		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	40	40	10	17
Software	20	—	30	—
Prof. Services	—	—	—	17
Customer	27	20	30	33
Other	—	—	10	—
DK/NR	13	40	20	33
	100	100	100	100

- Preferred Supplier: Hardware Vendor In-House
- No Opportunity

INPUT

Description: Systems Integration

Service (c/p): Performing

Summary

- Importance: Average

- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	27		
Amdahl	20	20		
IBM	20	30		
NAS	-	-		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	27	40	10	17
Software	13	-	30	-
Prof. Services	-	-	-	17
Customer	33	20	30	33
Other/TPM	-	-	10	-
DK/NR	27	40	20	33

	100	100	100	100
--	-----	-----	-----	-----

- Preferred Supplier: Hardware Vendors or In-House
- Limited opportunity: Existing Amdahl customers

Description: Facilities Management
 Service (c/p): Performing
 Summary
 - Importance: Average
 - Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	7		
Amdahl	-	20		
IBM	-	-		
NAS	-	-		

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	6	20	10	17
Software	-	-	-	-
Prof. Services	-	-	-	-
Customer	47	40	70	33
Other/TPM	-	-	-	-
DK/NR	47	40	20	50
	100	100	100	100

- Preferred Supplier: In-house
- Note: Amdahl's current market presence
- Some opportunity among existing Amdahl customers

INPUT

Description: Education and Training for Skills, Concepts, & Management Seminars

Service (c/p): Performing

Summary

- Importance: Average

- Preference: Neutral

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>
Mixed Sites	7	40
Amdahl	0*	40% Amdahl & IBM/20% Amdahl
IBM	30	40
NAS	16	16

* 40% indicated IBM and Amdahl provided these services

<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	14	20	30	—
Software	20	40	40	33
Prof. Services	—	—	—	—
Customer	33	—	20	—
Other/TPM	—	—	—	—
DK/NR	33	40	10	67
	100	100	100	100

- Preferred Supplier: Software vendors
- Use in negotiations with prospective customers
- Very limited Opportunity: Existing customers

Description: Communications Network Management

Service (c/p): Performing

Summary

- Importance: Average
- Preference: Toward Unbundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	33		
Amdahl	0	0		
IBM	10	10		
NAS	33	16		
<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	33	—	10	33
Software	7	—	—	—
Prof. Services	—	—	10	—
Customer	60	80	70	17
Other/TPM	—	—	—	—
DK/NR	—	20	10	50
	100	100	100	100

- Preferred Supplier: In-House
- Limited Opportunities: Mixed vendor sites

INPUT

Description: Communications Design and Implementation Services

Service (c/p): Performing

Summary

- Importance: Average; IBM sites above average
- Preference: Toward Unbundling; mixed sites prefer bundling

<u>Supplier</u>	<u>% Bundled</u>	<u>% Currently Using Primary HW Vendor</u>		
Mixed Sites	7	13		
Amdahl	0	20		
IBM	10	20		
NAS	0	0		
<u>Preferred Service Provider</u>	<u>% Mixed Preferring:</u>	<u>% Amdahl Preferring:</u>	<u>% IBM Preferring:</u>	<u>% NAS Preferring:</u>
Hardware	13	20	20	16
Software	7	—	—	—
Prof. Services	—	—	—	—
Customer	60	40	60	17
Other/TPM	—	—	—	—
DK/NR	20	40	20	67
	100	100	100	100

- Preferred Supplier: In-House
- No Opportunities

PURCHASE DECISION CRITERIA AND “NEW” SERVICES

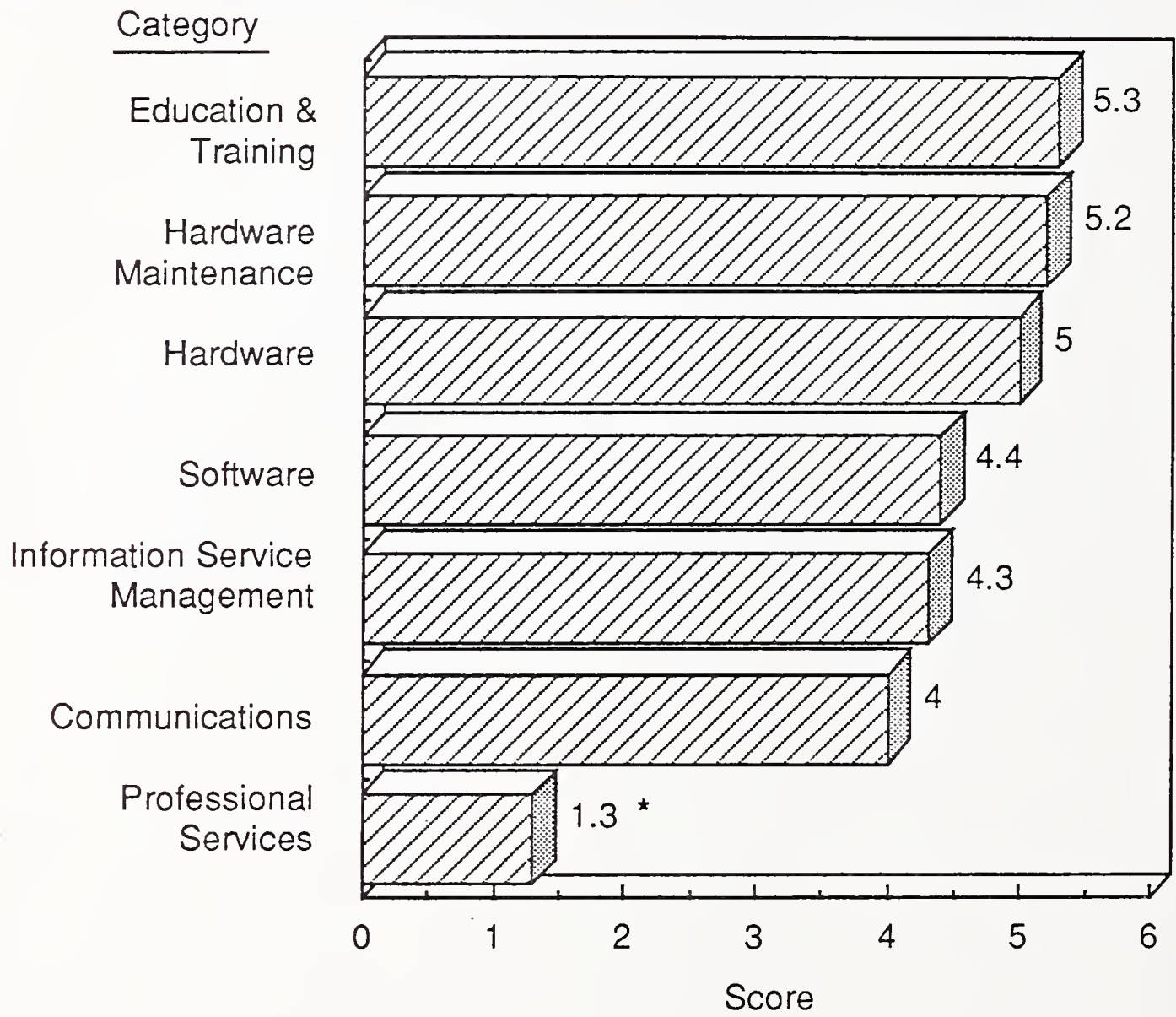
- Factors requested by users are obvious; no surprises
- Amdahl sites want depth of services; mixed vendor sites want breadth of services
- **Vendor Challenge:** Develop new services or offer innovative combinations of existing services

INPUT

**RESEARCH RESULTS:
EUROPE**

INPUT

EUROPE: RELATIVE IMPORTANCE OF MAJOR SERVICES



* Based on 1 response

INPUT

**EUROPE: MOST IMPORTANT SERVICES
FOR USER'S D.P. OPERATIONS**

<u>Criterion</u>	<u>Score (6+7)</u>
1) Documentation	9
2) Remedial Maintenance	7
2) Overnight delivery of replacement parts	7
3) Preventive Maintenance	6
3) Education and training for vendor's own products	6
3) Equipment relocation/consolidation consulting	6
4) ECO/FCO implementation	5
4) Hardware ECO/FCO implementation	5

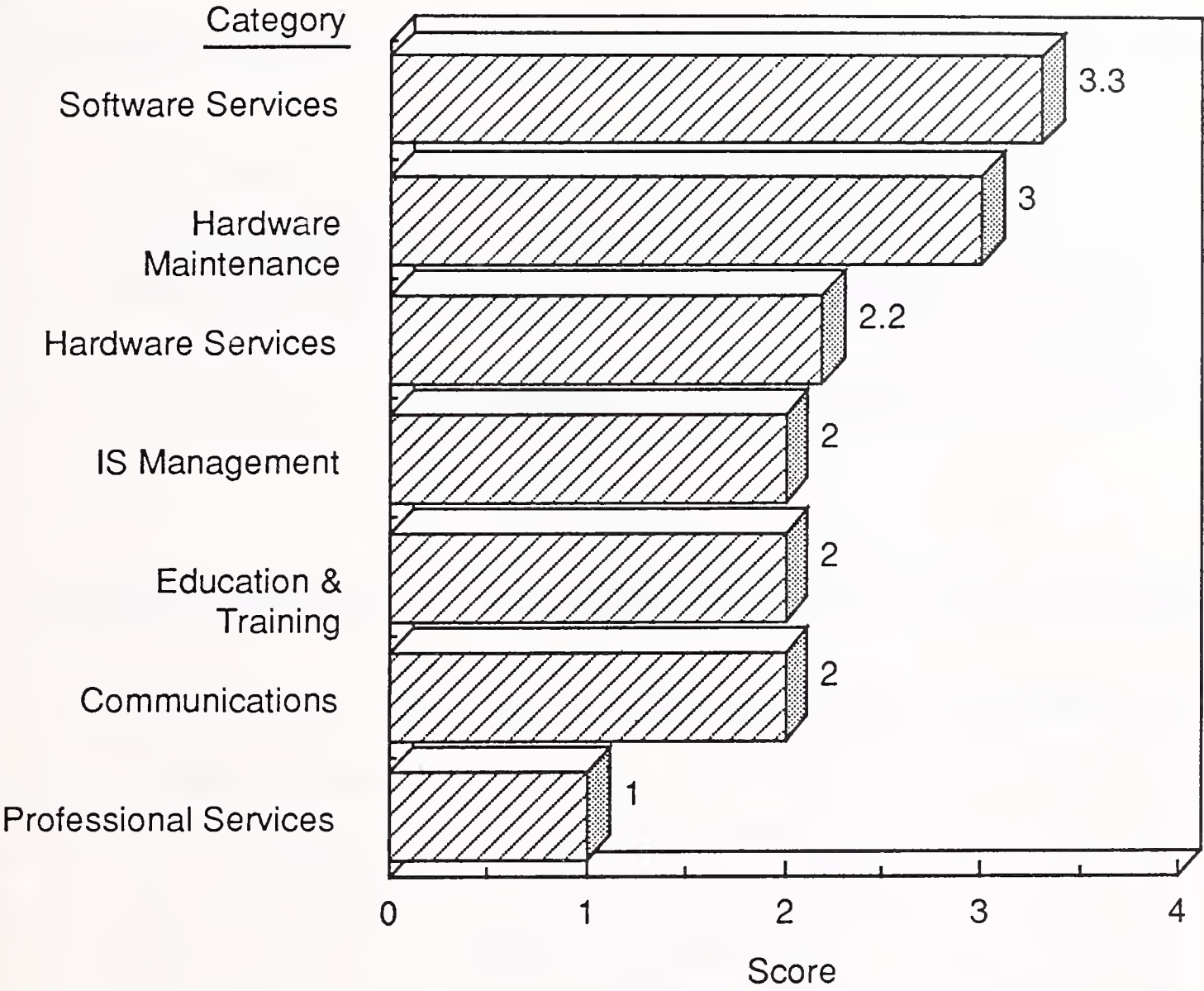
MOST IMPORTANT SERVICES

Service	<u>Importance (Rank)</u>	<u>Bundle/ Unbundle</u>	<u>% Currently Receiving Bundling</u>	<u>% Currently Using Primary Hardware Vendor</u>
Documentation	1	Toward Bundling	60%	70%
Remedial Maintenance	2	Toward Unbundling	30%	100%
Overnight Delivery of replacement parts	2	N/A	N/A	N/A
Education and Training for vendor's own product	3	Unbundle	10%	60%
Equipment Relocation/ Consolidation Consulting	3	Toward Unbundling	30%	100%
EFO/FCO Implementation	4	N/A	N/A	N/A
Hardware ECO/FCO Implementation	4	N/A	N/A	N/A

N/A = Not asked

INPUT

EUROPE: BUNDLING VS. UNBUNDLING BY MAJOR CATEGORY



INPUT

EUROPE: BUNDLING/UNBUNDLING OF SERVICES

Preference for “Bundling”

- Documentation
- Remote software diagnostics
- Software problem determination for vendor’s own product
- Software installation assistance

Preference for “Unbundling”

- Hardware maintenance
- Professional services
- IS Management services
- Communications services
- Education & training services
- Disaster recovery services
- Storage management consulting
- Capacity/performance planning consulting

INPUT

EUROPE: BUNDLING/UNBUNDLING OF SERVICES

Preference for “Bundling”

- Documentation
- Remote software diagnostics
- Software problem determination for vendor's own product
- Software installation assistance

Preference for “Unbundling”

- Hardware maintenance
- Professional services
- IS Management services
- Communications services
- Education & training services
- Disaster recovery services
- Storage management consulting
- Capacity/performance planning consulting

*Preventive maintenance &
Remedial maintenance &*

INPUT

BUNDLING/UNBUNDLING PREFERENCE

<u>Most Important Services</u>	<u>Preference</u>	<u>% Range Currently bundled with sale</u>	<u>% Range Currently using primary HW vendor</u>
• Preventive Maintenance	• Bundling	33-66%	80-100%
• Remedial	• Bundling	20-40%	80-100%
• Software problem determination for vendor's own products	• Bundling, esp. mixed sites & IBM sites	60-83%	70-93%
• Documentation	• Bundling, esp. Amdahl & IBM sites	40-67%	60-90%

INPUT

EUROPE: PROS AND CONS OF BUNDLING SERVICES

PRO (Quotes):

- “Eliminates extra negotiations; vendor has over all responsibility.”
- “User knows the vendor will not suddenly stop supplying the service.”

CON (Quotes):

- “No detailed cost analysis possible; what am I paying for?”
- “Too dependent on one supplier.”
- “I can change the service supplier when I want.”

INPUT

EUROPE: NEW SERVICES DESIRED

- Customers don't know what else they want.
- Vendor must take responsibility for new services or innovative combinations of existing services.

INPUT

LEADING EUROPEAN SERVICE PURCHASE DECISION CRITERIA

<u>Criterion</u>	<u>Number of responses</u>
Response time/quick dispatch	5
Maintenance Coverage	5
Cost/Price/Value	3
Knowledge/Skill of FEs	2
Software Support	2
Planning and Implementation Services	2
Experience of vendor in similar customer environments	2

INPUT

SUMMARY: EUROPEAN RESEARCH

- The most important services reduce service calls or expedite the service process.
- Bundling would be a mistake – users want choice and necessary cost data available only through unbundling.
- European firms buy service contracts for the same reasons as American companies – service coverage get the product fixed, and are cost effective.

INPUT

RECOMMENDATIONS

INPUT

RECOMMENDATIONS

Strategic Services (Processes)

- Account control
- Sell more hardware
- Hardware and software maintenance
- Professional services
- Network consulting

Tactical Services (Tasks)

- Enhance performance support
- Enhance revenue
- Customer satisfaction-oriented
- Negotiable

INPUT

CONFIDENTIAL

INPUT QUESTIONNAIRE

CATALOG. NO.

Z	A	M	A			
M	M	D	D	Y	Y	

SIC. CODE

SIZE CODE

AREA CODE

STUDY CODE

DATES

MM DD YY

STUDY TITLE:

TYPE OF INTERVIEW:

☐ VENDOR
☐ USER

☐ TELEPHONE
☐ ON-SITE
☐ MAIL

INTERVIEWER: _____

COMPANY: _____ CO. TYPE: _____

ADDRESS: _____ SALES: _____

NO. EMPL: _____

INDUSTRY ☐☐ Discrete Manufacturing☐ Process Manufacturing

☐ Transportation

□ Utilities

☐ Telecommunications

□ Distribution

☐ Banking & Finance☐ Insurance☐ Medical☐ Education

☐ Services

☐ Federal Government☐ State & Local Government☐ Other Industry Specific

INTERVIEWS

NAME

TITLE

TELEPHONE NO.

SUMMARY

REFERENCES

INTRODUCTION

Hello. My name is _____. I'm with INPUT, a market research firm in Mountain View, California. We are conducting a brief survey of senior executives in Information Processing to determine their needs and assessments of a variety of post sales services provided by hardware vendors and other parties. In return for your time, we will send you an executive summary of a recent INPUT report on user satisfaction with services provided by Mainframe vendors. This report discusses service trends that should assist you in managing your business. Could you spare some time now to talk about this subject? YES NO IF Yes, Go to 1.

Could we schedule a more convenient time for the interview later or could you refer me to the right executive or manager who could participate in this survey?

Date _____ Time _____ AM PM

Alternate Name _____
Title _____

QUALIFICATION

1. Which mainframe computers models and how many of each are installed at your site?

	<u>Vendor</u>	<u>Model</u>	<u>Number</u>	<u>Model</u>	<u>Number</u>
Primary:	_____	_____	_____	_____	_____
Secondary:	_____	_____	_____	_____	_____
Other	_____	_____	_____	_____	_____

2. From your perspective, what are the pros and cons of hardware vendors' current practice of bundling certain services with the purchase of the hardware and system software?

Pros: _____

Cons: _____

3. What services that vendors do not now offer would you like to see? _____

4. Who is your preferred vendor to offer each of these new services? Would you also prefer each be sold "bundled" or "unbundled?"

	<u>Service:</u>	<u>Vendor Type:</u>	<u>Bundled/Unbundled:</u>
A.	_____	_____	_____
	Why? _____		
B.	_____	_____	_____
	Why? _____		
C.	_____	_____	_____
	Why? _____		

5. We would like your opinion on a variety of services that are or could be offered by your computer supplier. All of the rating questions will use a scale of 1 to 7.

The first question will be how important the service is to your operation. Very Important would be a 7.

The second question regards whether you think the service should be bundled into the cost of the computer. A 7 indicates it should definitely be priced with the computer.

The third question is who provides you with the service, if you are using it.

Finally, we would like to know who should be providing the service from your perspective. Responses could include:

() = CODE

Hardware Vendor (H) Third Party Maintainer (M)
Software Vendor (S) Professional Serv. Firm (P)
Customer (C) Other (O) _____

In many cases, the service might be available in two forms. All of them can be offered in a performance mode, that is, the vendor performs the service for you, for example, data center management.

In other cases, the vendor offers a consulting service, that is, they advise you on how to manage your data center.

You may assume we are talking about the vendor PERFORMING the service, unless we state otherwise.

IMPORT	BUND'D	SUPLR	BUND	PROVID
(RATE)	(RATE)	(NAME)	(CHECK)	(CODE)

Hardware

6. Data Center Operations:

Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_

7. Equipment Relocation/Consolidation:

Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_

8. Disaster recovery service:

Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_

9. Storage Management:

Consulting	_____	_____	_____	_	_
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10. Capacity/performance Planning (CPU):

Consulting	_____	_____	_____	_	_
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Hardware Maintenance

11. Preventive Maint. _____ |__| |__|

12. Remedial Maint. _____ |__| |__|

Please rank the following in importance only.

IMPORTANCE

13. On-site spare parts _____

14. Overnight delivery of replacement part _____

15. Engineering and Field change order implimentation _____

16. Remote Diagnostics _____

17. New Product Information _____

18. Periodic Management Review of Hardware Performance and Maintenance _____

19. Hardware Engineering Change Order Implimentation _____

20. Maintenance of Other Vendors' Hardware _____

21. Other Services: _____

22. You gave _____ a high rating for
|__| IMPORTANCE (OR) |__| BUNDLED, please explain why.

23. You gave _____ a high rating for
|__| IMPORTANCE (OR) |__| BUNDLED, please explain why.

24. You gave _____ a low rating for
Benefit versus cost, please explain why.

25. You gave _____ a low rating for
Benefit versus cost, please explain why.

	IMPORT (RATE)	BUND'D (RATE)	SUPLR (NAME)	BUND (CHECK)	PROVID (CODE)
<u>Software</u>					
26. Software Conversion:					
Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_
27. Application Design:					
Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_
28. Remote Software Diagnostics	_____	_____	_____	_	_
29. Software Installation Assistance	_____	_____	_____	_	_
30. Software Upgrade Assistance	_____	_____	_____	_	_
31. Software eval. _____				_	_
32. Software Devel. _____				_	_
33. Software problem determination					
For Vendor's own product	_____	_____	_____	_	_
Other Vendor's products	_____	_____	_____	_	_
34. Documentat. _____				_	_
<u>Information Services Management</u>					
35. Information Center:					
Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_
36. Information Services Strategy:					
Consulting	_____	_____	_____	_	_
37. Other Services: _____				_	_
<u>Professional Services:</u>					
38. Systems integrations					
Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_
39. Facilities Man. _____				_	_

	IMPORT (RATE)	BUND'D (RATE)	SUPLR (NAME)	BUND (CHECK)	PROVID (CODE)
<u>Education and Training</u>					
40. For Vendor's Products	_____	_____	_____	_	_
41. System Software Sold by Other Vendors	_____	_____	_____	_	_
42. Specific Skills or Concepts, including Management Seminars	_____	_____	_____	_	_
43. Other Services:	_____	_____	_____	_	_

	IMPORT (RATE)	BUND'D (RATE)	SUPLR (NAME)	BUND (CHECK)	PROVID (CODE)
<u>Communications</u>					
44. Communications Networks Technology Assessments: Consulting	_____	_____	_____	_	_
45. Communications Network Management Consulting	_____	_____	_____	_	_
Performing	_____	_____	_____	_	_
46. Design & Implementation Services	_____	_____	_____	_	_
47. Other Services:	_____	_____	_____	_	_

48. You gave _____ a high rating for
|_| IMPORTANCE (OR) |_| BUNDLED, please explain why.

49. You gave _____ a high rating for
|_| IMPORTANCE (OR) |_| BUNDLED, please explain why.

50. You gave _____ a low rating for
Benefit versus cost, please explain why.

51. You gave _____ a low rating for
Benefit versus cost, please explain why.

52. We are now looking at the importance of certain services in the decision to purchase a mainframe computer. We're NOT rating the specific services offered by any particular vendor. (Interviewer Note: Please be sure this is not price or a product feature like performance; We want services only!)

What are the top 3 service-related factors that your firm will consider before buying/leasing its next mainframe? _____

THANK YOU VERY MUCH.

Could we have the correct spelling of your name and your mailing address so we may be sure that our report summary reaches you. (Go to cover page to complete interview)

